

## MAG RECOMMENDATIONS FOR THE EVALUATION OF R&D PROJECTS

I. Person-oriented evaluation--R&D products developed and services rendered must be done in a person-oriented manner. Especially with government R&D. We have no profit and loss measure for R&D. We need a person to feel the pulse of a project at various stages. A person who can communicate to the project officer his conceptions of what the customer is really saying in various sessions. He should also ensure that the customer understands what he is really getting. Many times what the customer or third party thinks of as the objective may be very distant from the project objective.

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What we are talking about is a new function within ORD. If the person does his job right, the customer office will have little difficulty in providing an accurate evaluation of an R&D project.

During the next phase, MAG will work on a detailed job description for this person. It is envisioned that this person will be attached to the Scientific Advisor's office or to the Programs Analysis Staff.

II. Expert Consultation on R&D Evaluation--~~xxxxxxxxxxxx~~

We have been working on various projects during our ORD careers, whether in a managerial capacity over project managers or in a technical capacity for one project. None of us have had the time to develop well-formed thoughts on how best to evaluate our products. We have not even had time to read all the literature concerned with the subject. However, there are people in industry, at universities, non-profit organizations, who have devoted a great deal of their lives to this subject. We recommend that one or two of these experts be retained to investigate how we do our business, what we do, how we interface with non-R&D personnel. In short, to look at our business, and recommend a course of action from a set of alternatives ~~to us~~. A study akin to [ ] STAT  
AD Little project on future computer technology is envisioned. During the course of that study, [ ] (ADL) STAT  
spent countless hours talking to personnel from ORD and [ ] STAT  
[ ] various customer offices in order to match Agency needs with advancing technology. A similar study could be done in the project evaluation area. During the next period, MAG will produce a statement of work for such a consultant.